

WITNESSES

First Panel

- **Lieutenant General William Phillips**, Principal Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology, Office of the Assistant Secretary of the Army for Acquisition, Logistics, and Technology, U.S. Army;
 - Gary Motsek, Assistant Deputy Under Secretary of Defense for Program Support,

Office of the Under Secretary of Defense for Acquisition, Technology & Logistics, Department of Defense; and

- **Brigadier General John Nicholson**, Director of the Pakistan/Afghanistan Coordination Cell, The Joint Staff, Department of Defense.

Second Panel

- Moshe Schwartz, Specialist in Defense Acquisition, Congressional Research Service;
- Carl Forsberg, Research Analyst, Institute for the Study of War;
- **Colonel T.X. Hammes**, Senior Research Fellow, Institute for National Strategic Studies, National Defense University; and

S. Frederick Starr, Ph.D., The Paul H. Nitze School of Advanced International Studies, Johns Hopkins University.

DOCUMENTS AND LINKS

Opening Statement of Chairman John Tierney

Prepared Statement of Lieutenant General William Phillips

Prepared Statement of Gary Motsek

Prepared Statement of Brigadier General John Nicholson

Prepared Statement of Moshe Schwartz

Prepared Statement of Carl Forsberg

Prepared Statement of Colonel T.X. Hammes

Prepared Statement of Dr. S. Frederick Starr